

Supporting Decisions | Inspiring Ideas

2015 City of Walla Walla Excellence: Employee Self Assessment

December 2015





Study Goals

- Explore employee satisfaction and organizational performance from an employee perspective
- Utilize the National Institute of Standards and Technology's National Baldrige Award standardized self-assessment instrument to support planning decisions in these seven areas:
 - Category 1: Leadership
 - Category 2: Strategic Planning
 - Category 3: Customer Focus
 - Category 4: Measurement, Analysis, and Knowledge Management
 - Category 5: Workforce Focus
 - Category 6: Operations Focus
 - Category 7: Results
- Compare scores to 2013 employee assessment



Methodology

- Sent four email messages in November and December 2015 to City employees
- Solid response from 205 employees out of 270 giving a response rate of 76%
 - 2013 = 194 responses, 73% response rate, +/- 3.5% margin of error
- Conventional margin of error of +/- 3.4% at the 95% confidence



Bottom Line

- Walla Walla Employee Satisfaction score improved from 2013
 - **2**015 = 77
 - **2**013 = 76
- Comparable scores:
 - 2015 WA + OR + ID + MT = 73
 - 2013 WA + OR + ID + MT = 71
 - 2015 West = 73
 - \bullet 2013 West = 72
 - 2015 National = 73
 - 2013 National = 73
- Areas where efforts to improve will most strengthen scores:
 - Category 1: Leadership
 - Category 7: Results
 - Category 6: Operations Focus
 - Category 4: Strategic Planning



Who Responded

| 2015 Walla Walla Employee Assessment Response | | 2013 - Count | 2013 - % | 2015 - Count | 2015 - % |
|--|---|--------------|----------|--------------|----------|
| | Overall | 194 | 100% | 205 | 100% |
| Supervisor | Yes | 60 | 33% | 65 | 33% |
| Supervisor? | No | 121 | 67% | 133 | 67% |
| Age | 18 to 24 | 1 | 1% | 1 | 1% |
| | 25 to 34 | 24 | 14% | 42 | 21% |
| | 35 to 44 | 54 | 31% | 51 | 26% |
| | 45 to 54 | 54 | 31% | 57 | 29% |
| | 55 to 64 | 43 | 24% | 43 | 22% |
| | 65 or over | 1 | 1% | 5 | 3% |
| | Public Safety (Fire, Police, EMS, etc.) | 85 | 47% | 81 | 41% |
| | Parks, Recreation, Culture, Events, Library | 27 | 15% | 24 | 12% |
| Job Type | Public Works | 45 | 25% | 50 | 25% |
| | Administrative | 11 | 6% | 19 | 10% |
| | Other | 14 | 8% | 23 | 12% |



Available Tools

Detailed responses by demographic group are "thermal mapped" so lower scores are red and higher scores are blue

| 2015 Walla Walla Employee Assessment Results Detail (Scale 1 to 5, 5= Strongly Agree) | | Category 3: Customer Focus | | | | | Category 4: Measurement, Analysis, and Knowledge Management | | | | | |
|---|---|---|---|---|---|--|--|---|--|--|---|--|
| | | Q3a:Know my customers | Q3b:Engages customers on needs | Q3c:Asks customers about satisfaction | Q3d:I may solve customer problems | Q3e:Know WW's customers | Q4a:Know how to measure my work | Q4b:Make changes to improve my work | Q4c:Measures fit WW's measures | Q4d:Get important info | Q4e:Know how WW is doing | Q4f:Technical tools and resources |
| 2013 Overall | | 4.4 | 4.1 | 3.5 | 4.1 | 4.2 | 4.2 | 3.9 | 3.6 | 3.5 | 3.3 | 3.6 |
| | | | | | | | | | | | | |
| | 2015 Overall | 4.3 | 4.1 | 3.5 | 4.2 | 4.1 | 4.1 | 4.0 | 3.6 | 3.5 | 3.5 | 3.7 |
| Supervisor? | Yes | 4.5 | 4.1 | 3.6 | 4.3 | 4.3 | 4.3 | 4.1 | 3.7 | 3.5 | 3.7 | 3.7 |
| Supervisor? | | | | | | | | | | | | |
| Supervisor? | Yes No 18 to 24 | 4.5 4.3 2.0 | 4.1 4.1 4.0 | 3.6 3.5 2.0 | 4.3 4.1 4.0 | 4.3 4.0 4.0 | 4.3 4.0 4.0 | 4.1 3.9 4.0 | 3.7 3.5 2.0 | 3.5 3.5 4.0 | 3.7 3.4 4.0 | 3.7 3.7 4.0 |
| Supervisor? | Yes No 18 to 24 25 to 34 | 4.5 4.3 2.0 4.2 | 4.1 4.1 4.0 3.9 | 3.6 3.5 2.0 3.3 | 4.3 4.1 4.0 4.1 | 4.3 4.0 4.0 4.0 | 4.3 4.0 4.0 4.0 | 4.1 3.9 4.0 4.1 | 3.7 3.5 2.0 3.6 | 3.5 3.5 | 3.7 3.4 4.0 3.4 | 3.7 3.7 4.0 3.6 |
| | Yes No 18 to 24 25 to 34 35 to 44 | 4.5 4.3 2.0 4.2 4.5 | 4.1 4.1 4.0 3.9 4.2 | 3.6 3.5 2.0 3.3 3.5 | 4.3 4.1 4.0 4.1 4.2 | 4.3 4.0 4.0 4.0 4.2 | 4.3 4.0 4.0 4.0 4.0 | 4.1 3.9 4.0 4.1 3.9 | 3.7 3.5 2.0 3.6 3.5 | 3.5 3.5 4.0 3.7 3.4 | 3.7 3.4 4.0 3.4 3.5 | 3.7 3.7 4.0 3.6 3.8 |
| Supervisor? Age | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 | 4.5 4.3 2.0 4.2 4.5 4.3 | 4.1 4.0 3.9 4.2 4.0 | 3.6 3.5 2.0 3.3 3.5 3.5 | 4.3 4.1 4.0 4.1 4.2 4.1 | 4.3 4.0 4.0 4.0 4.2 4.0 | 4.3 4.0 4.0 4.0 4.0 4.2 | 4.1 3.9 4.0 4.1 3.9 3.8 | 3.7 3.5 2.0 3.6 3.5 3.5 | 3.5 3.5 4.0 3.7 3.4 3.5 | 3.7 3.4 4.0 3.4 3.5 3.5 | 3.7 3.7 4.0 3.6 3.8 3.7 |
| | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 | 4.5 4.3 2.0 4.2 4.5 4.3 4.3 | 4.1 4.0 3.9 4.2 4.0 4.2 | 3.6 3.5 2.0 3.3 3.5 3.5 3.7 | 4.3 4.1 4.0 4.1 4.2 4.1 4.2 | 4.3 4.0 4.0 4.0 4.2 4.0 4.1 | 4.3 4.0 4.0 4.0 4.0 4.2 4.3 | 4.1 3.9 4.0 4.1 3.9 3.8 4.2 | 3.7 3.5 2.0 3.6 3.5 3.5 3.8 | 3.5 3.5 4.0 3.7 3.4 3.5 3.7 | 3.7 3.4 4.0 3.4 3.5 3.5 3.7 | 3.7 3.7 4.0 3.6 3.8 3.7 3.8 |
| | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over | 4.5 4.3 2.0 4.2 4.5 4.3 4.3 | 4.1 4.1 4.0 3.9 4.2 4.0 4.2 | 3.6 3.5 2.0 3.3 3.5 3.5 3.7 3.8 | 4.3 4.1 4.0 4.1 4.2 4.1 4.2 | 4.3 4.0 4.0 4.0 4.2 4.0 4.1 4.3 | 4.3 4.0 4.0 4.0 4.0 4.2 4.3 | 4.1 3.9 4.0 4.1 3.9 3.8 4.2 | 3.7 3.5 2.0 3.6 3.5 3.5 3.8 4.3 | 3.5 3.5 4.0 3.7 3.4 3.5 3.7 3.6 | 3.7 3.4 4.0 3.4 3.5 3.5 3.7 4.0 | 3.7 4.0 3.6 3.8 3.7 3.8 3.4 |
| | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over Public Safety (Fire, Police, EMS, etc.) | 4.5 4.3 2.0 4.2 4.5 4.3 4.3 4.6 | 4.1 4.1 4.0 3.9 4.2 4.0 4.2 4.0 | 3.6 3.5 2.0 3.3 3.5 3.5 3.7 3.8 | 4.3 4.1 4.0 4.1 4.2 4.1 4.2 4.3 | 4.3 4.0 4.0 4.0 4.2 4.0 4.1 4.3 | 4.3 4.0 4.0 4.0 4.0 4.2 4.3 4.4 | 4.1 3.9 4.0 4.1 3.9 3.8 4.2 4.4 | 3.7 3.5 2.0 3.6 3.5 3.5 3.8 4.3 | 3.5 3.5 4.0 3.7 3.4 3.5 3.7 3.6 3.6 | 3.7 3.4 4.0 3.4 3.5 3.5 3.7 4.0 | 3.7 3.7 4.0 3.6 3.8 3.7 3.8 3.4 3.8 |
| Age | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over Public Safety (Fire, Police, EMS, etc.) Parks, Recreation, Culture, Events, Library | 4.5 4.3 2.0 4.2 4.5 4.3 4.6 4.3 | 4.1 4.1 4.0 3.9 4.2 4.0 4.2 4.0 4.1 | 3.6 3.5 2.0 3.3 3.5 3.5 3.7 3.8 3.4 | 4.3 4.1 4.0 4.1 4.2 4.1 4.2 4.3 4.3 | 4.3 4.0 4.0 4.0 4.2 4.0 4.1 4.3 4.0 | 4.3 4.0 4.0 4.0 4.0 4.2 4.3 4.4 4.0 | 4.1 3.9 4.0 4.1 3.9 3.8 4.2 4.4 3.9 4.2 | 3.7 3.5 2.0 3.6 3.5 3.5 3.8 4.3 3.5 | 3.5 3.5 4.0 3.7 3.4 3.5 3.7 3.6 3.6 3.7 | 3.7 3.4 4.0 3.4 3.5 3.5 3.7 4.0 3.5 3.8 | 3.7 4.0 3.6 3.8 3.7 3.8 3.4 3.8 |
| | Yes No 18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over Public Safety (Fire, Police, EMS, etc.) Parks, Recreation, Culture, Events, Library Public Works | 4.5 4.3 2.0 4.2 4.5 4.3 4.6 4.3 4.4 | 4.1 4.0 3.9 4.2 4.0 4.2 4.0 4.1 4.3 | 3.6 3.5 2.0 3.3 3.5 3.5 3.7 3.8 3.4 3.6 3.6 | 4.3 4.1 4.0 4.1 4.2 4.1 4.2 4.3 4.3 4.0 3.9 | 4.3 4.0 4.0 4.0 4.2 4.0 4.1 4.3 4.0 4.3 | 4.3 4.0 4.0 4.0 4.0 4.2 4.3 4.4 4.0 4.3 | 4.1 3.9 4.0 4.1 3.9 3.8 4.2 4.4 3.9 4.2 3.9 | 3.7 3.5 2.0 3.6 3.5 3.5 3.8 4.3 3.5 3.8 | 3.5 4.0 3.7 3.4 3.5 3.7 3.6 3.6 3.7 | 3.7 3.4 4.0 3.4 3.5 3.5 3.7 4.0 3.5 3.8 3.4 | 3.7 4.0 3.6 3.8 3.7 3.8 3.4 3.8 3.8 3.6 |
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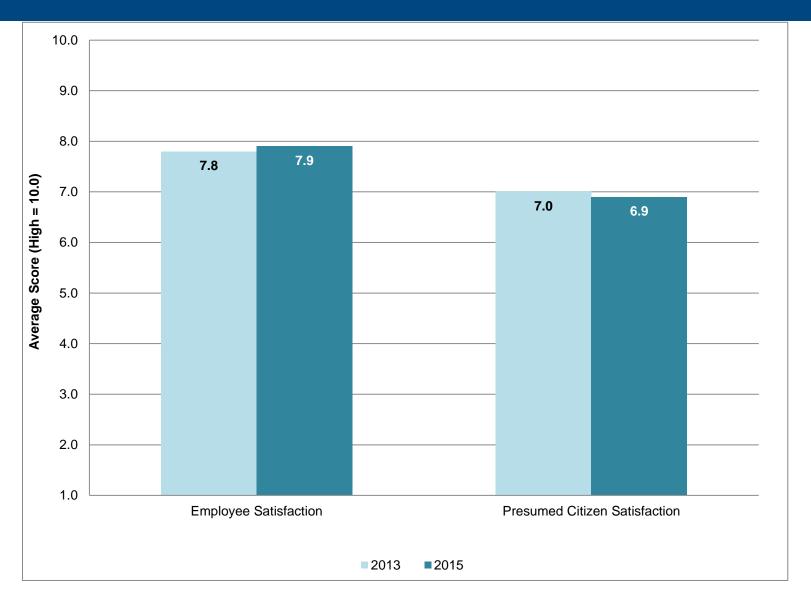








Satisfaction Scores





Understanding the Charts: Drivers



High scoring areas that currently are not closely linked with overall satisfaction.

High importance areas where the organization received high scores from employees. Action: continue focus.

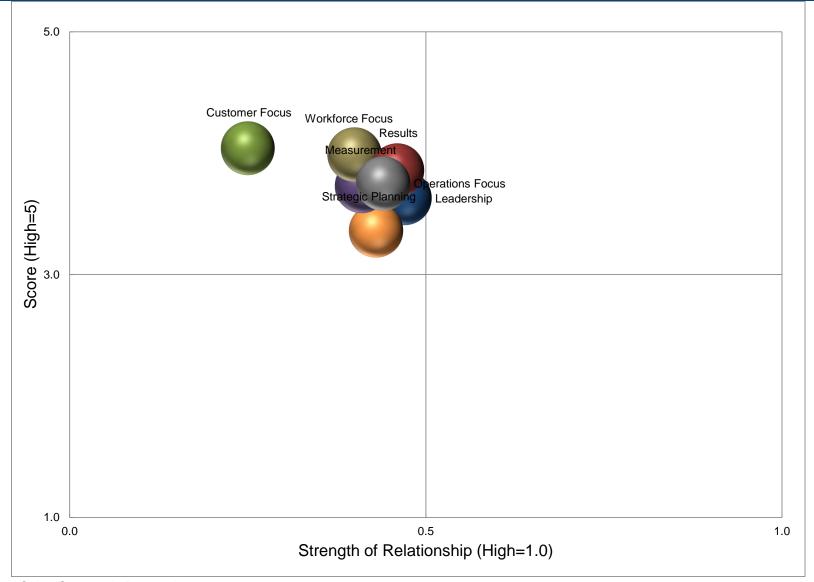
Low scoring areas that currently are not closely linked with overall satisfaction.

High importance areas with relatively low scores. Action: prioritize focus.

Impact

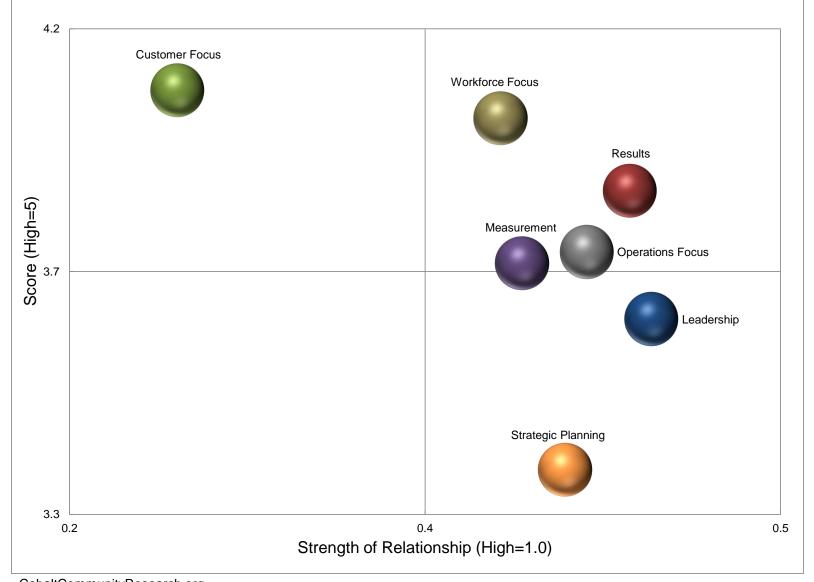


2015 Drivers by Category



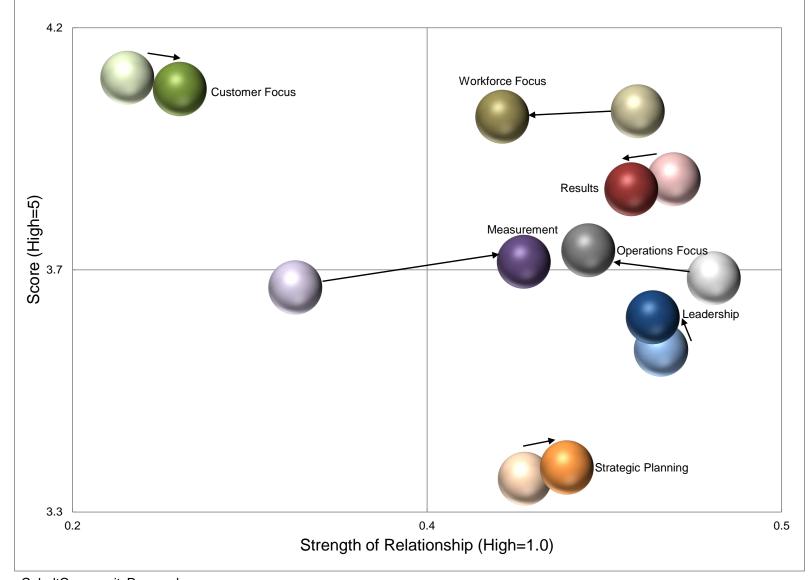


2015 Drivers by Category



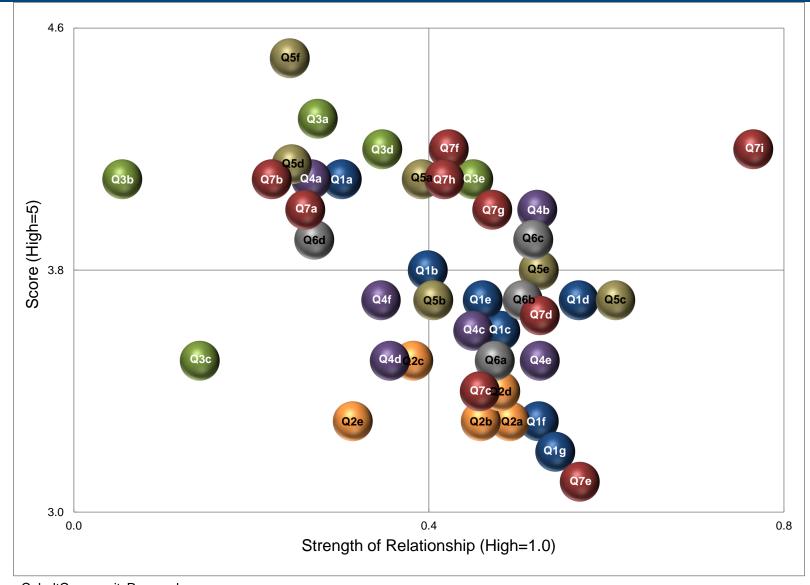


Drivers by Category Compared to 2013





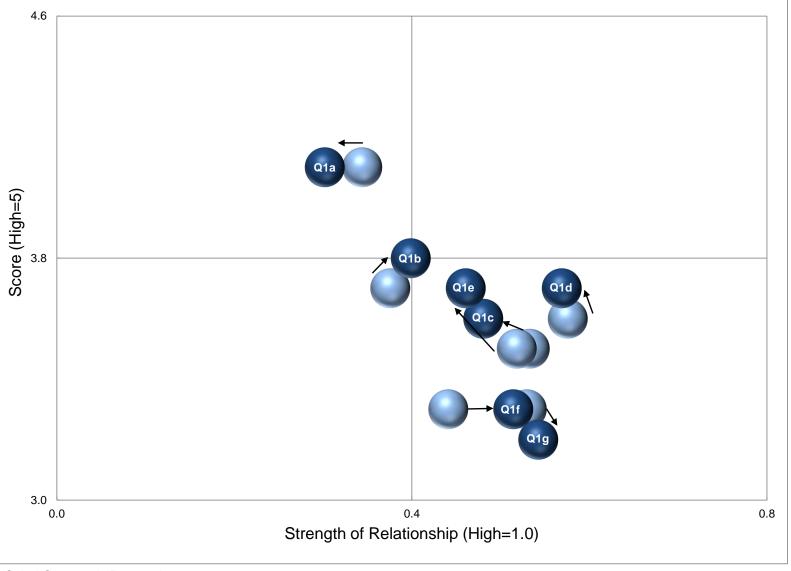
2015 Drivers by Question





Leadership: Compared to 2013

Q1a:Mission
Q1b:Vision
Q1c:Values Guide
Q1d:Create
helpful work
environment
Q1e:Share info
Q1f:Asks what I
think
Q1g:Values my
suggestions

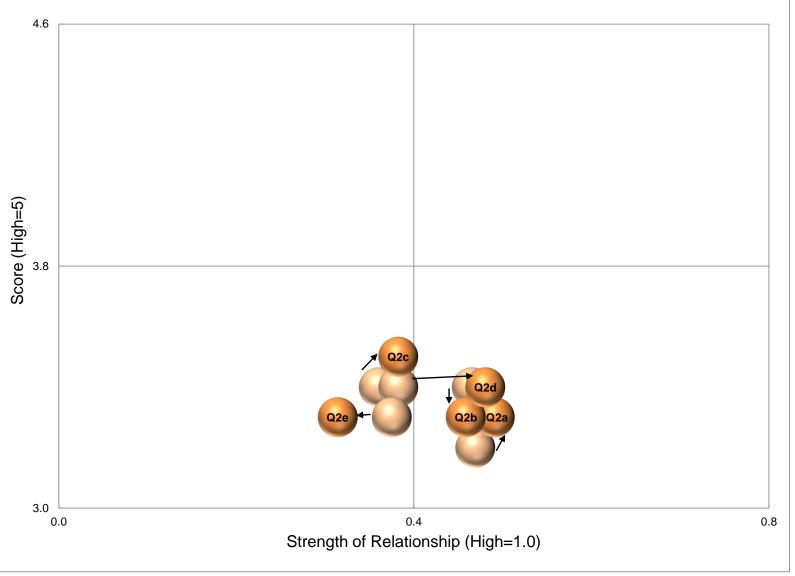




Strategic Planning: Compared to 2013

Q2a:Asks for my ideas
Q2b:Encourages
new ideas
Q2c:How plan will affect me
Q2d:How to see progress
Q2e:Flexible/changes when

needed

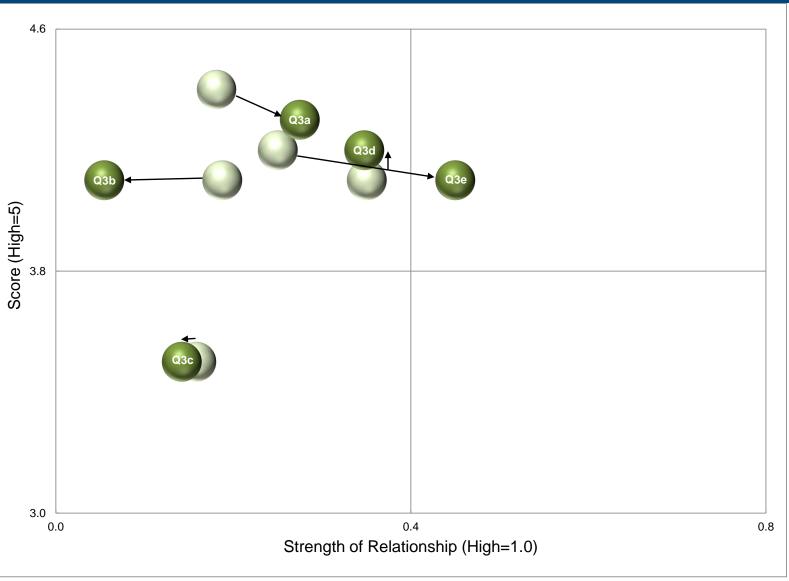




Customer Focus: Compared to 2013

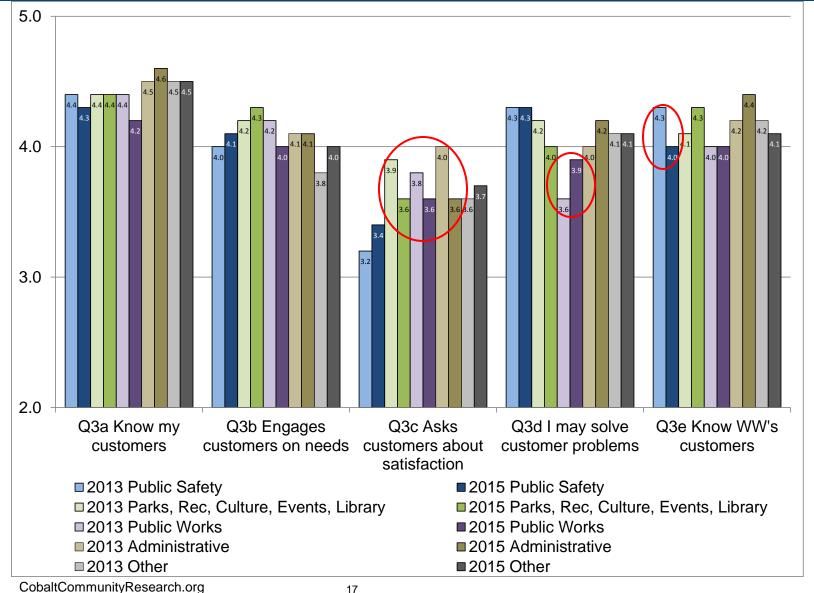
Q3a:Know my
customers
Q3b:Engages
customers on
needs
Q3c:Asks
customers about
satisfaction
Q3d:I may solve
customer
problems
Q3e:Know WW's

customers





Customer Focus: Compared to 2013 by Job Type

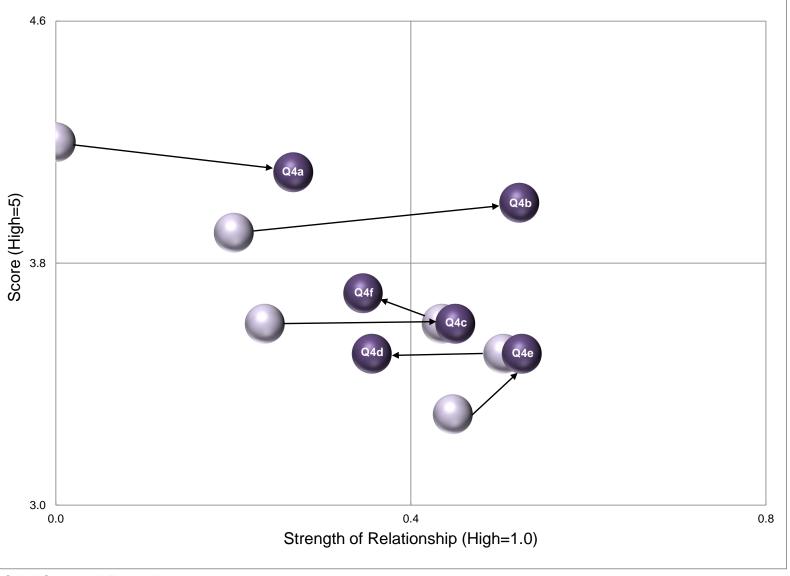




Measurement: Compared to 2013

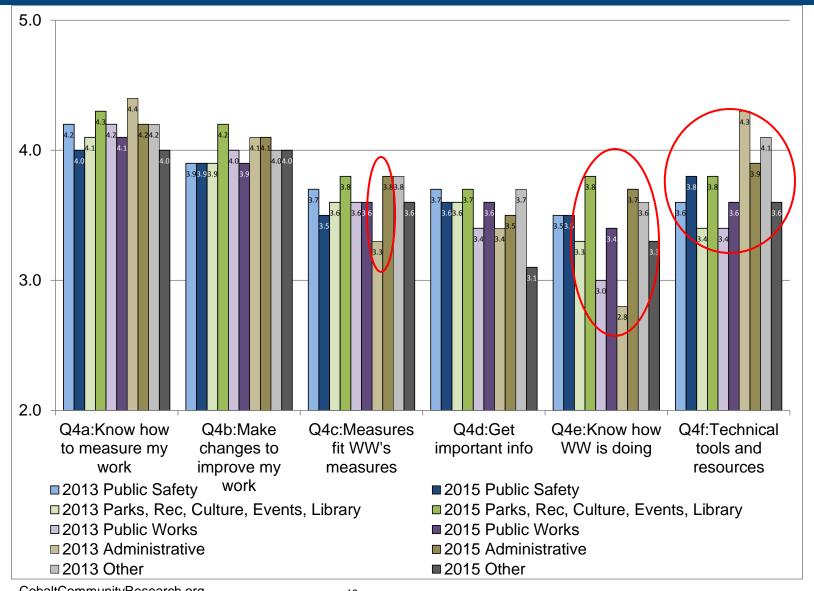
Q4a:Know how to measure my work Q4b:Make changes to improve my work Q4c:Measures fit WW's measures Q4d:Get important info Q4e:Know how WW is doing Q4f:Technical tools and

resources





Measurement: Compared to 2013 by Job Type





Workforce Focus: Compared to 2013

Q5a:Work as a team

Q5b:Bosses encourage

development

Q5c:Recognition

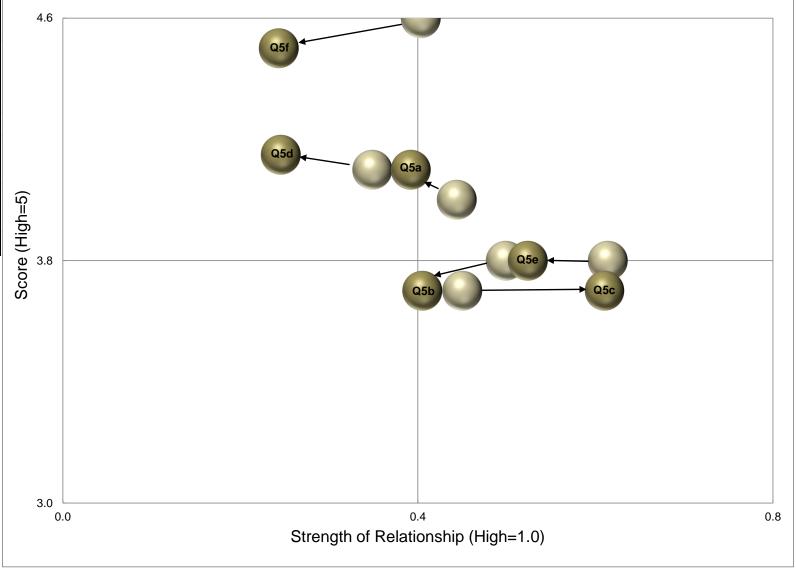
Q5d:Safe

workplace

Q5e:Care about

me

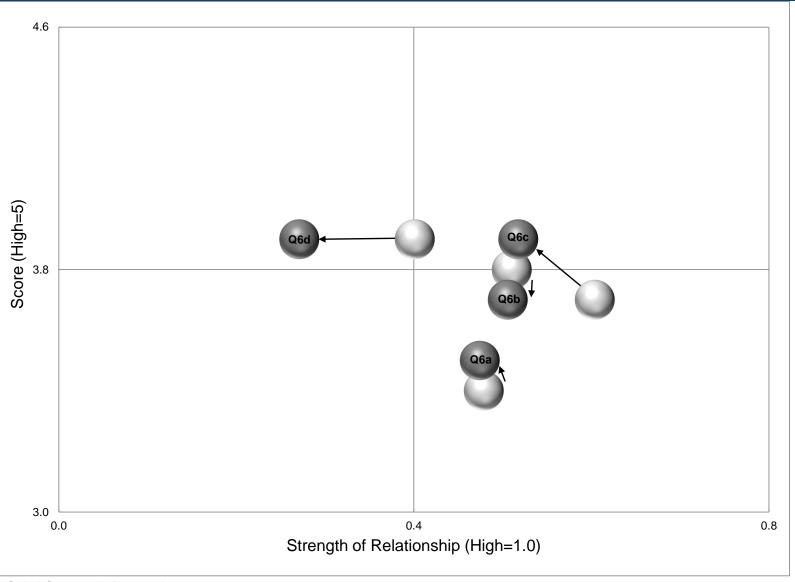
Q5f:Commitment





Operations Focus: Compared to 2013

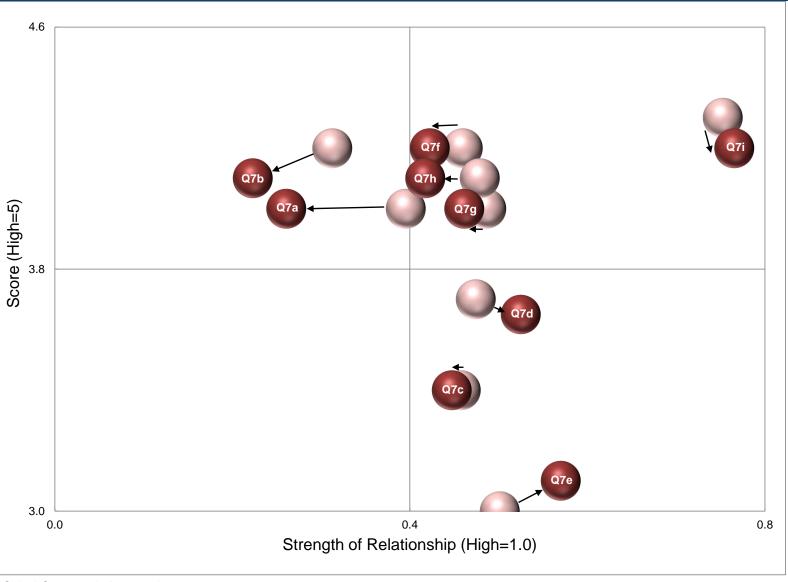
Q6a:Resource needs met Q6b:Processes Q6c:Control over processes Q6d:Emergency preparedness





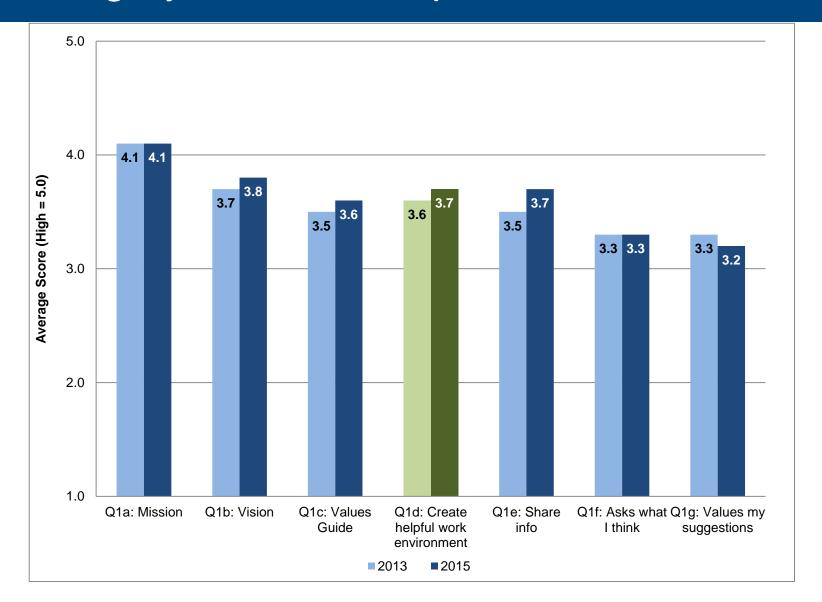
Results: Compared to 2013

Q7a:Work products meet requirements Q7b:Customers satisfied Q7c:Know WW's financial status Q7d:Right people and skills Q7e:Supports progress Q7f:Obeys laws and regulations Q7g:Standards and ethics Q7h:Helps me help my community Q7i:Good place to work



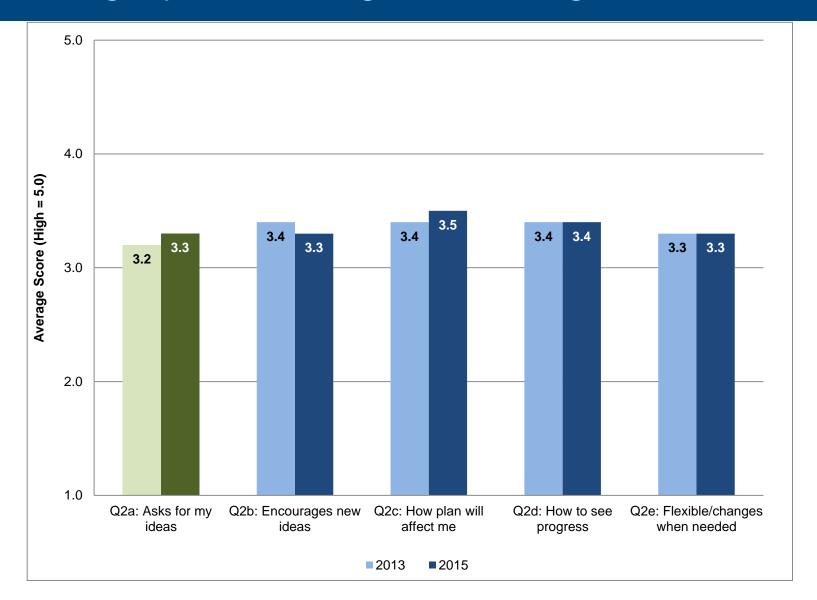


Category 1: Leadership



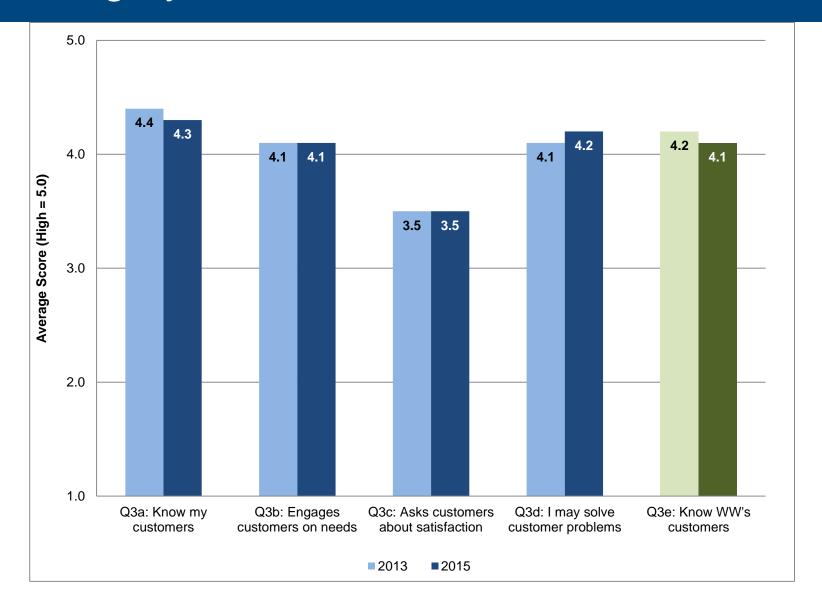


Category 2: Strategic Planning



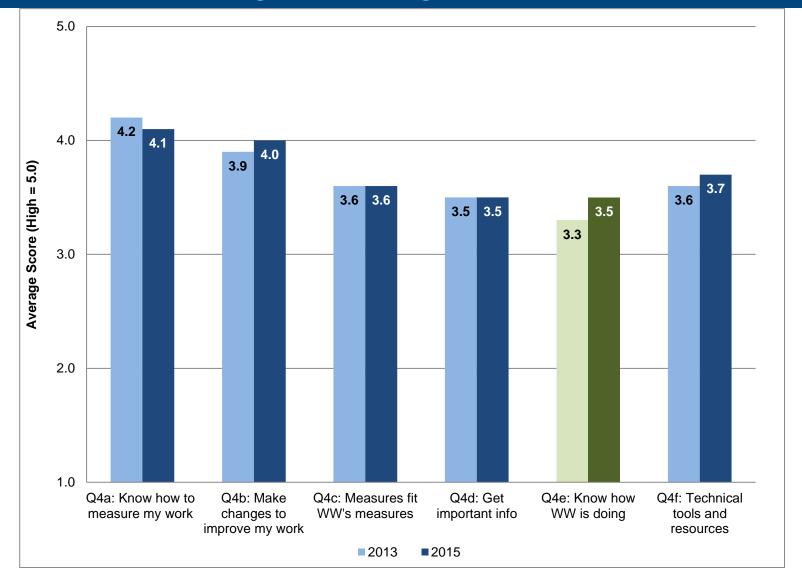


Category 3: Customer Focus



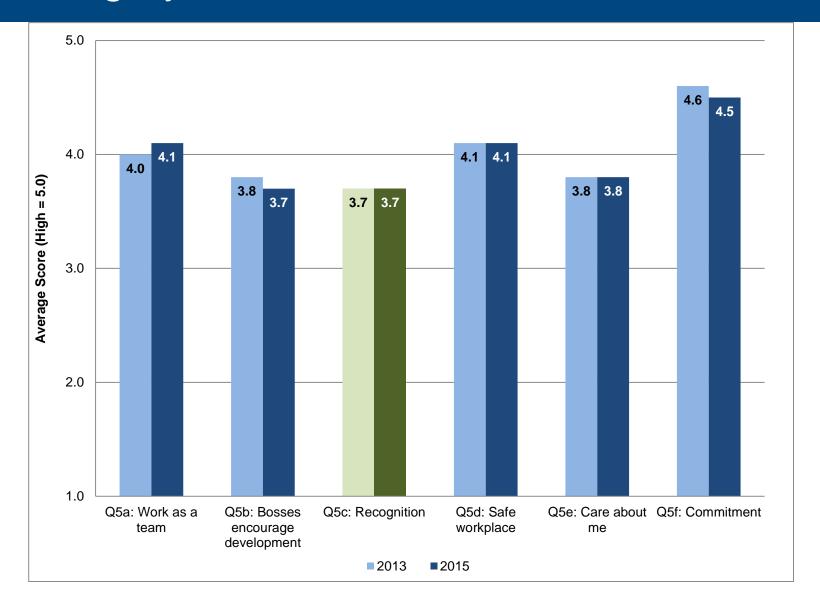


Category 4: Measurement, Analysis, and Knowledge Management



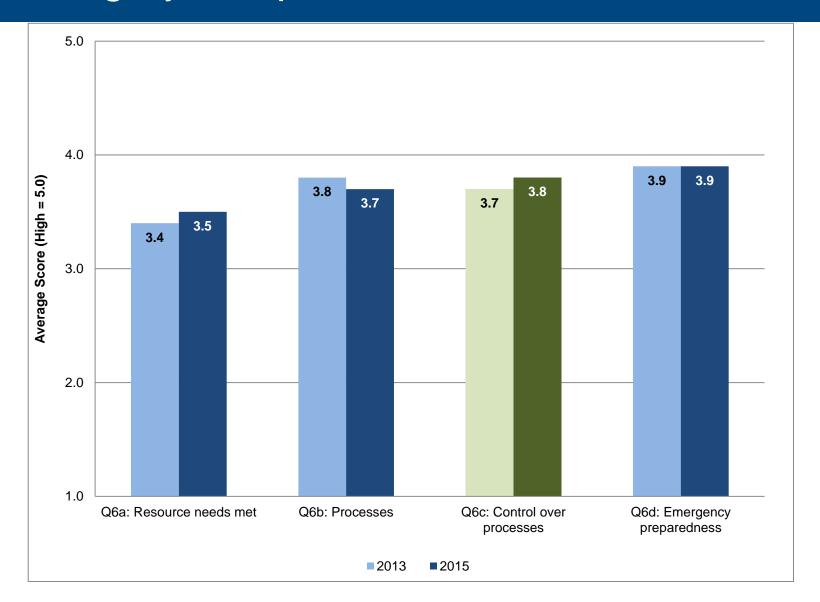


Category 5: Workforce Focus



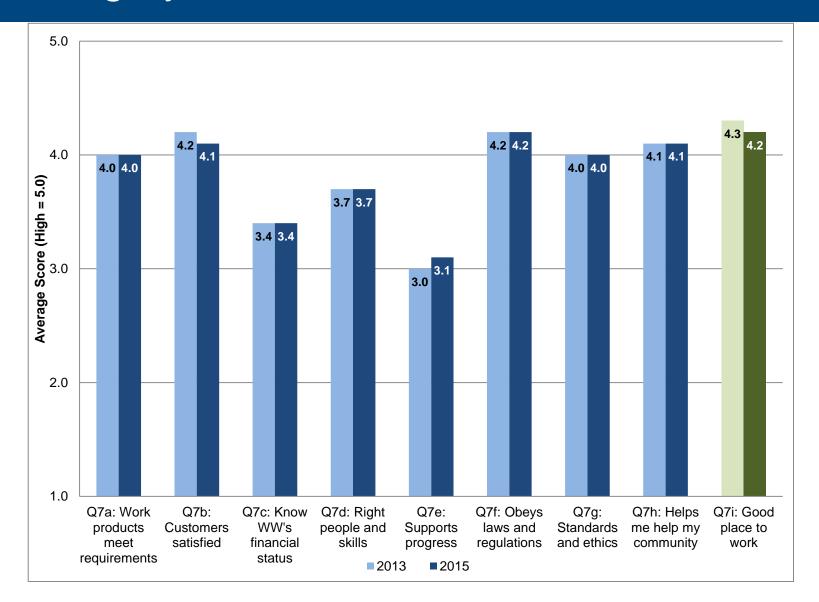


Category 6: Operations Focus





Category 7: Results





Open Ended Comment:

Two recommendations to improve scores



Top Themes:

- **Line 1. Employee** (More staff, concerns with morale [especially union employees])
- 2. **Departments** (Improve processes for direct service providers [utilities, police, etc.], more communication within departments, team building activities)
- **3. Management** (Communicate more with employees, provide more recognition, emergency management procedures/trainings)



Strategy is About Action: Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with employees and line staff – do the ideas and actions make sense.
 Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.

